



## City of Miami Gardens-Strategic Plan 2009-2013

Priority Area	GOALS	STRATEGIES	STRATEGIC MEASURES	2010 TARGET	SEMI-ANNUAL CHECKPOINT	COMMENTS	2010 ACTUALS	OBJECTIVE OWNER	SECONDARY RESOURCE
Enhance Organizational Effectiveness	1. Strengthen leadership and management skills of employees	Establish and implement professional development	Hire 1 analyst by June 2009 and have a second hired by June 2010	2		<a href="#">COMMENTS</a>		Danny Crew	Taren Kinglee
		Create and implement Miami Gardens Leadership Certification Programs for supervisors, managers, and executives using internal, external and on-line resources	Conduct 3 training sessions for supervisors/managerial team by January 2011 (managing performance, discipline, coaching and counseling, leadership, conflict resolution, project management, organizational change, communication, and motivation)	0		<a href="#">COMMENTS</a>		" "	" "
			Conduct 3 training sessions each year for all employees (sexual harassment, ethics in the workplace, and cultural diversity)	3		<a href="#">COMMENTS</a>		" "	" "
		Develop career ladders to move employee from entry level to more skilled positions	Review all job descriptions (40+/-), determine class series, and implement employee development program by January 2010	40		<a href="#">COMMENTS</a>		" "	" "
	2. Improve Employee Morale	Develop and enhance rewards and recognition programs (Outstanding Employee of the Month, Employee Suggestion and Departmental non-monetary Programs) to effectively motivate workforce	By June 2010, implement employee survey program (survey to be conducted 3 times- new hires [within 60 days of start], prior to completion of probationary period [within 180 days], and after one year of employment.	1		<a href="#">COMMENTS</a>		Danny Crew	Taren Kinglee
	3. Enhance City workforce technical skills: a) Enhance existing technical skill	Establish a knowledge assessment process based on job descriptions	Implement knowledge assessment process by October 2011	1		<a href="#">COMMENTS</a>		Danny Crew	Taren Kinglee
			Implement citywide liaison groups (3) to train and share information of business functions by Oct. 2009	3		<a href="#">COMMENTS</a>		" "	" "
	4. Improve Citywide Customer Service: b) Improve External Customer Service	Create CMG Internal City Customer Service "Philosophy"	By October 2009, modify employee evaluation instrument by listing internal customer service as a job factor	1		<a href="#">COMMENTS</a>		Danny Crew	Taren Kinglee
		* Administrative Standards	Conduct annual customer service surveys to internal and external customers by December 2009	1		<a href="#">COMMENTS</a>		" "	" "
	5. Streamline and automate all processes	Develop standardized processes and procedures citywide to improve the operating effectiveness of all departments	All 12 departments review operations and make recommendations on improving effectiveness in at least two (2) areas by June 2011 and Implement recommendations by	24		<a href="#">COMMENTS</a>		Danny Crew	Taren Kinglee
		Standard Operating Procedures implemented in each department	SOP's completed for each Department (12 in total) by December 2010	12		<a href="#">COMMENTS</a>		" "	" "



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Business and Economic Development	1. Establish and define the City's economic development function	Articulate the need and obtain consensus from decision makers	Obtain Agreement on definition of function and organization and organization structure by December 2009	1	0	<a href="#">COMMENTS</a>		Daniel Rosemond	Antranette Pierre
			Secure budget and commitment of dedicated resources (\$125K for first year) by September 2009	1	0	<a href="#">COMMENTS</a>		" "	" "
			Recruit and hire 2 staffers by January 2010	2	0	<a href="#">COMMENTS</a>		" "	" "
	2. Enhance retail & service mix	Develop a retail economic development strategy plan and document	Document completed by March 2009, to include permit incentives, marketing plan, alternative funding mechanism and other policies (predicated on accomplishment of goal #1)	1	0	<a href="#">COMMENTS</a>		" "	" "
		Conduct business focus groups	Approval of designated body to conduct focus groups by July 2010	1	0	<a href="#">COMMENTS</a>		" "	" "
			Secure participation of 20% of businesses in the City (560) by December 2010	560		<a href="#">COMMENTS</a>		" "	" "
		Develop a business directory	Establish a city sponsored magazine by December 2010	1		<a href="#">COMMENTS</a>		" "	" "
		Market established economic development corridors on a regional and national level	Establish marketing plan by January 2011. Plan to include services and incentives to be offered by the City	1		<a href="#">COMMENTS</a>		" "	" "
			Establish clear responsibility for City's business and economic development functions within overlapping jurisdictions (Enterprise Zone, Empowerment Zones, etc.)	1		<a href="#">COMMENTS</a>		" "	" "
		Adopt Zoning Code/Land Development Regulations by 2009, including the incorporation of new sign code	Adopt revised Zoning Code/Land Development Regulations by 2010, including the incorporation of new sign code	1		<a href="#">COMMENTS</a>		" "	" "
	3. Redevelop existing industrial parks	Adopt enhanced landscape and streetscape standards that create a higher quality environment for new development and re-development	Create an economic incentive plan specifically for industrial parks (i.e. entertainment district zoning overlay, free trade zone) by March 2011	0		<a href="#">COMMENTS</a>		" "	" "
			Adopt enhanced landscape standards as part of the City's new Zoning Code/LDR by December 2010	1		<a href="#">COMMENTS</a>		" "	" "
		Insure adequate infrastructure and services (high-speed internet, sewer, transit, etc) within industrial parks	Identify, evaluate and coordinate with water, sewer, internet and telecommunication service providers by 2011			<a href="#">COMMENTS</a>		" "	" "
			Work with Comcast to commit to internet upgrades in the industrial areas and major corridors by 2011	0		<a href="#">COMMENTS</a>		" "	" "
	4. Strengthen professional office base inventory	Establish a directory of available office space within the City	Secure participation of 50% of office building management firms in the City by December 2010			<a href="#">COMMENTS</a>		" "	" "
		Identify sites for development of new office space or redevelopment of existing office space	Plot a map reflecting viable sites that meet zoning standards for high density office development by February 2011			<a href="#">COMMENTS</a>		" "	" "
		Market class A & B office space development opportunities nationally and internationally	Work with publications (such as Black's Guide) to market the City for office space development and redevelopment by 2011			<a href="#">COMMENTS</a>		" "	" "



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Public Safety	1. Enhance Public Safety	Maintain budgeted staffing by actively recruiting and hiring new employees	Ensure budgeted staffing in maintained each quarter	201 Officers	200 Officers	<a href="#">COMMENTS</a>		Renee Farmer	Matt Boyd
	a) Decrease violent crimes by 15% (homicides, robberies, assaults and sexual assaults)	Create violent crimes squad to investigate and seek out and arrest violent offenders	Violent crime cases are solved and offenders arrested	43.5% Cleared	Just below National Average of 44%	<a href="#">COMMENTS</a>		" "	" "
		Utilize advanced technology and crime analysis instruments to identify trends and deploy personnel effectively	Crime Analysis Unit is able to provide up to the minute statistical information	Weekly Bulletins published for robberies and burglaries	On Going	<a href="#">COMMENTS</a>		" "	" "
		Reduce the occurrences of violent crime by developing and maintaining a liaison with Parks and Code Enforcement to address safety and quality of life issues	Division commanders utilize these resources to effectively deploy personnel	SMART Process Biweekly	On Going	<a href="#">COMMENTS</a>		" "	" "
			Liaison officers are designated and routine meetings are held	1 meeting per month	On Going	<a href="#">COMMENTS</a>		" "	" "
		Implement the Neighborhood Enrichment Division to prevent crime, address quality of life issues and solve neighborhood problems	Complete the hiring of 9 officers by October 1, 2011 to establish the CET	9/ complete	Complete	<a href="#">COMMENTS</a>		" "	" "
			Full Community Policing component including training is implemented January 1, 2012	Complete	Complete	<a href="#">COMMENTS</a>		" "	" "
	b) Decrease Total Part I crimes by 20%	Review all property sold at Pawn Shops	Identification of burglary subjects and stolen property through pawnshop checks	\$34,000 in prop recovered/ 13 subj id	On Going	<a href="#">COMMENTS</a>		" "	" "
		Conduct monthly body shop inspections to deter auto thefts	Recovery of stolen vehicles and parts. Closure and/or fines assessment of improper businesses	144 Vehicles Recovered/ 150 Inspections	18 Recoveries and 18 Inspections per month	<a href="#">COMMENTS</a>		" "	" "
	c) Enhance Community interaction with the Department to create safe environment	Increase Neighborhood Watch Participation each year by 25 participants	Additional Neighborhood Watch Programs created. Attendance and participation consistent. Organizational charts reflect an increase of at least 25 total participants program wide	105 new members	Complete	<a href="#">COMMENTS</a>		" "	" "
		Increase participation in the Zero Tolerance Program to include one half of the City's licensed businesses	A total of 1,150 (one half of City registered businesses) new businesses are registered and signs are posted on site	171 businesses participating	Developing Outreach to engage more businesses	<a href="#">COMMENTS</a>		" "	" "
	2. Increase motorists safety and reduce traffic crashes in the City of Miami Gardens	Implement and maintain Red Light Enforcement program	Areas where "Red Light" Cameras are located show a reduction in crashes each year by 5%	35% Average	Complete	<a href="#">COMMENTS</a>		" "	" "
	a) Reduce traffic accidents by 10%	Create public education for traffic safety	Total number of traffic crashes is reduced by 2% each year	1% in six months	Below goal by 1%	<a href="#">COMMENTS</a>		" "	" "
		Fully implement 6 members Traffic Unit	Monthly traffic enforcement statistics consistent with deployment of personnel. Generated statistics at or above the performance standard determined by an average of officer productivity TBD each month	Pending	Pending	<a href="#">COMMENTS</a>		" "	" "
		Deploy SMART Trailers throughout City		12 Deployments	On Going	<a href="#">COMMENTS</a>		" "	" "
		Certify 5 additional officers each year in Radar Operation		0	Failed to complete due to budget constraints / manpower	<a href="#">COMMENTS</a>		" "	" "
	b) Increase DUI arrests by 25%	Conduct monthly DUI Checkpoints	Bi-monthly DUI checkpoints are conducted by staff and statistics incorporated in Council's Report	0	1 scheduled for June 3	<a href="#">COMMENTS</a>		" "	" "
			Number of DUI arrests increases by 5% each year	58	40	<a href="#">COMMENTS</a>		" "	" "
		Create a public safety campaign advising of Zero Tolerance of DUIs in CMG	Coordinate 5 Public Service announcements each month in various media outlets	0	0 complete	<a href="#">COMMENTS</a>		" "	" "



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		Create partnerships with local law enforcement agencies to assist in enforcement effort	Document participation of at least 1 other law enforcement agencies in MGPD's DUI checkpoint initiatives	0	FHP to assist on June 3	<a href="#">COMMENTS</a>		" "	" "



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Quality of Education	1. Research opportunities for taking control of the school system in the City of Miami Gardens	Complete the education program feasibility study	Define options for acquisition and financing of school systems by January 2010			<a href="#">COMMENTS</a>		Renee Farmer	TBD
	2. Create educational culture that is relevant to City of Miami Gardens residents	Conduct an analysis of the most advantageous education model for City of Miami Gardens parents and students	Complete education model - analysis for K-12 by December 2010	-		<a href="#">COMMENTS</a>	-	" "	" "
			Complete education model - analysis for adults by June 2011	-		<a href="#">COMMENTS</a>	-	" "	" "
	3. Create a communal approach to education	Establish an education model to achieve excellence in education in City of Miami Gardens	Identify private partners for vocational expertise and funding by October 2012	-		<a href="#">COMMENTS</a>	-	" "	" "
Quality of Life & City Image	1. Improve City Identity and Image	Establish a branding campaign	Implement by end of November 2009	0		<a href="#">COMMENTS</a>		Vernita Nelson	Ula Zucker
	2. Improve City infrastructure	Reinforce the use of City of Miami Gardens as a principle address	Formalize the use of CMG in all media by 2010			<a href="#">COMMENTS</a>		" "	" "
			Publish 20 articles on how to change address by 2010	20		<a href="#">COMMENTS</a>		" "	" "
		Prioritize 22 zones for sidewalk repairs in the entire City	Repair 7 zones annually to complete 22 zones by 2013	7	On-going	<a href="#">COMMENTS</a>	10 Zones	" "	Tom Ruiz
		Rebuild and landscape NW 7th Avenue between 183rd and 199th Street	Evaluate % of completion (construction) quarterly commencing on January 2011	0	Design and Bidding Completed	<a href="#">COMMENTS</a>	Design and Bidding Completed	" "	" "
		Establish standards for Right of Way	To be incorporated in Land Development Regulations; by September 2010	1	COMPLETED	<a href="#">COMMENTS</a>	COMPLETED	" "	" "
		Increase City wide tree canopy	Increase by 1% annually		On-going	<a href="#">COMMENTS</a>	1%	" "	" "





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